

## Appointment

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**From:** Rivera, Keylin [Rivera.Keylin@epa.gov]  
**Sent:** 11/1/2022 8:54:30 PM  
**To:** Atkinson, Emily [Atkinson.Emily@epa.gov]; Gibson, Neshawne [Gibson.Neshawne@epa.gov]; Drinkard, Andrea [Drinkard.Andrea@epa.gov]  
**Subject:** External Meeting w/Piedmont Lithium  
**Attachments:** PL\_DC-FactSheet\_1-sheet\_R8.pdf  
**Location:** WJC-N (Room 3530)  
**Start:** 11/2/2022 4:30:00 PM  
**End:** 11/2/2022 5:00:00 PM  
**Show Time As:** Tentative

**Required Attendees:** Utech, Dan; McCabe, Janet; Lucey, John  
**Optional Attendees:** Atkinson, Emily; Willis, Sharnett

Subj: Piedmont Lithium is interested in telling their story about their North Carolina and Tennessee projects.

Briefing material attached.

---

## Microsoft Teams meeting

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## Powering a Positively Electric Future

**As demand surges for green solutions to combat climate change, the market for electric vehicles (EVs) is charging ahead –and fast.** In 2020, the global EV market was valued at \$161 billion. By 2030, it is projected to grow to \$823 billion.

Yet while the U.S. lithium demand continues to soar, domestic supply for lithium hydroxide – a key ingredient for EV batteries – is running short, constituting only a fraction of what will be required by the American market in the next five to ten years.

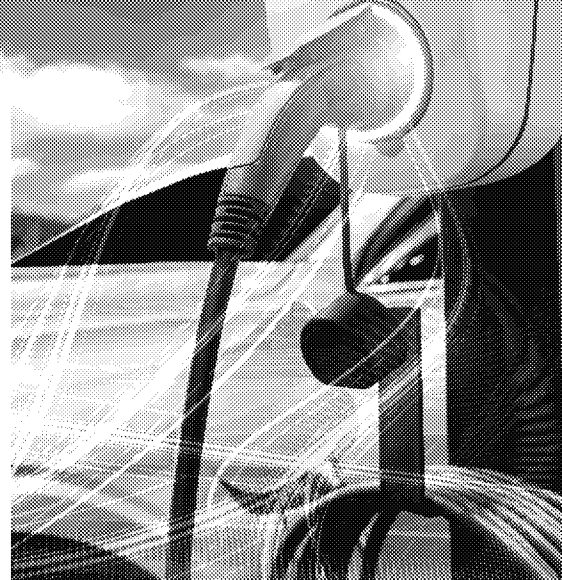
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For more information,  
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**Malissa Gordon**  
*Government Affairs Manager,*  
Piedmont Lithium  
**M** 704-491-9130  
[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)

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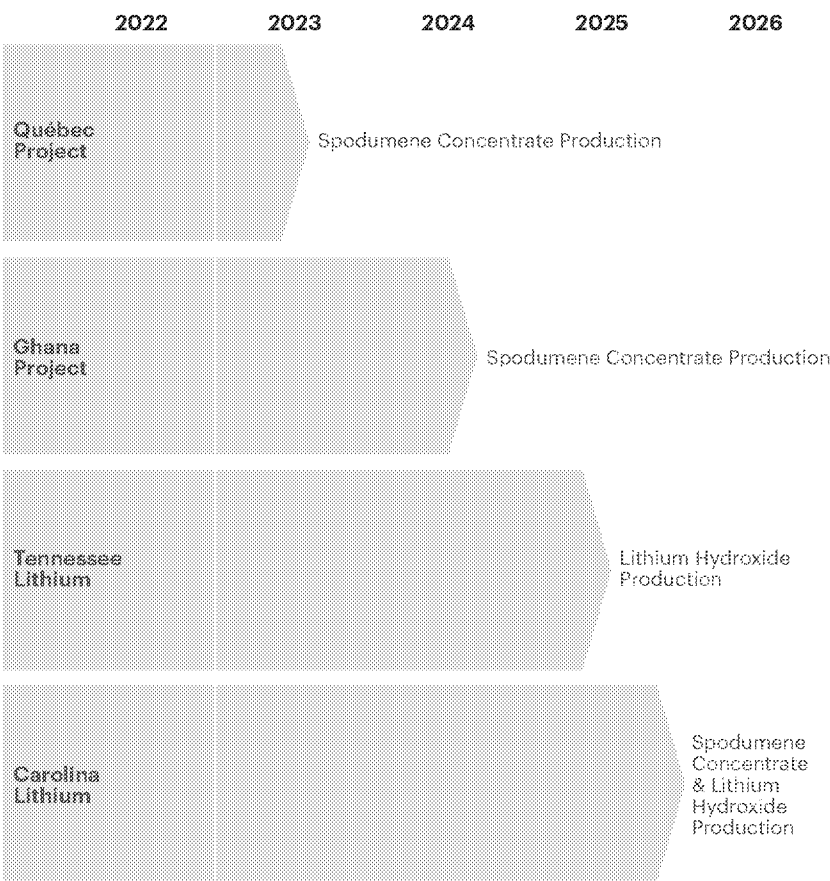
[piedmontlithium.com](http://piedmontlithium.com)

# Piedmont Lithium

## At A Glance

Piedmont Lithium is a development-stage company centered on building a multi-asset, integrated lithium business that is uniquely positioned to support the domestic demand for lithium hydroxide through a series of strategically located, global projects.

### Development Progression



### Key Capital Projects:

Québec

Ghana

Tennessee  
Lithium

Carolina  
Lithium

### Globally Diversified

operations on  
**2 continents** in  
**3 countries**

**60,000 MT<sup>1</sup>**  
**LITHIUM HYDROXIDE**

expected annual production  
capacity (nameplate) from our  
Tennessee Lithium and Carolina  
Lithium operations

**~\$2.0 Billion<sup>2</sup>**

estimated investment over the  
next five years

### An Operational Timeline

Québec Projects:	<b>2023</b>
Ghana Project:	<b>2024</b>
Tennessee Lithium:	<b>2025</b>
Carolina Lithium:	<b>2026</b>

<sup>1</sup> MT is Metric Tons

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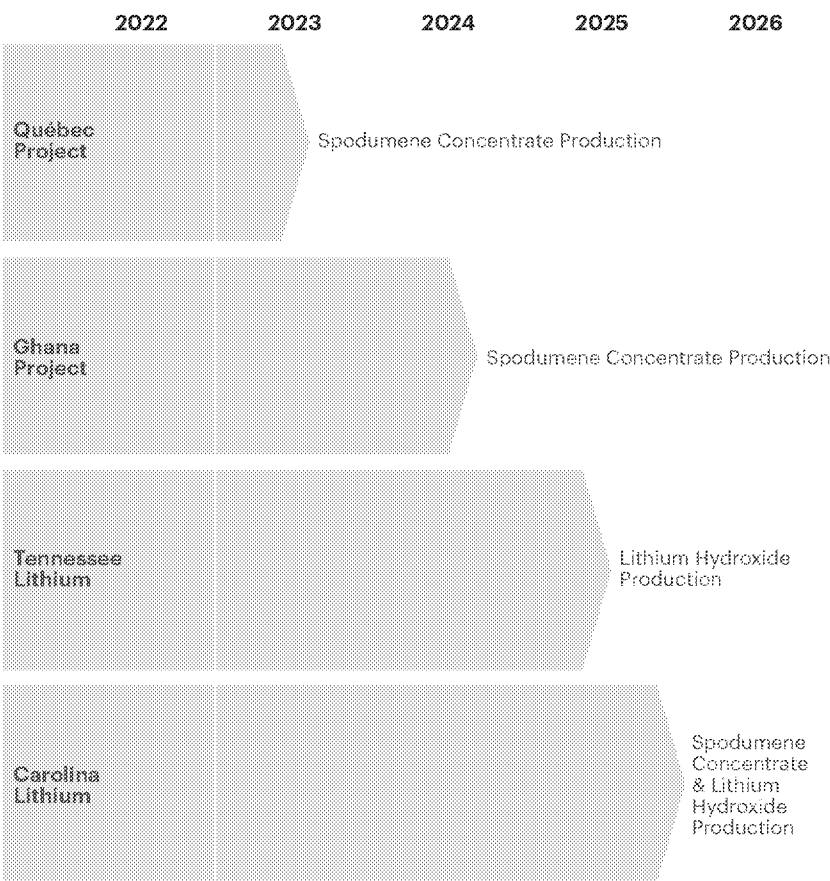
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### Key Capital Projects:

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Lithium

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### Globally Diversified

operations on  
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Message

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**From:** Monger, Jon [Monger.Jon@epa.gov]  
**Sent:** 11/1/2022 9:24:50 PM  
**To:** McCabe, Janet [McCabe.Janet@epa.gov]; Utech, Dan [Utech.Dan@epa.gov]  
**CC:** Fine, Philip [Fine.Philip@epa.gov]; Lucey, John [Lucey.John.D@epa.gov]; Atkinson, Emily [Atkinson.Emily@epa.gov]  
**Subject:** 12:30 tomorrow w/ Piedmont  
**Attachments:** PL\_DC-FactSheet\_1-sheet\_R8.pdf

I believe this is who you are meeting with tomorrow at 12:30; company background info attached. Thanks John Lucey for sharing.

---

**From:** Lucey, John <Lucey.John.D@epa.gov>  
**Sent:** Tuesday, November 1, 2022 5:15 PM  
**To:** Monger, Jon <Monger.Jon@epa.gov>  
**Subject:** Piedmont Bio



Mr. Keith D. Phillips

**President & Chief Executive Officer**

Appointed on July 6, 2017, Mr. Phillips has a career on Wall Street spanning 30 years during which he has worked on strategic and financing transactions representing over \$100 billion in aggregate value. Mr. Phillips was most recently a Senior Advisor with merchant banker Maxit Capital, after leading the mining investment banking teams for Merrill Lynch, Bear Stearns, JPMorgan and Dahlman Rose. Mr. Phillips has worked with numerous mining companies, including many established global leaders, and has dedicated most of the past decade to advising exploration and development-stage companies in achieving their strategic objectives, with a particular focus on obtaining relevance in the United States capital markets. Mr. Phillips received his Master of

Business Administration from The University of Chicago and a Bachelor of Commerce from Laurentian University in Canada.

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112



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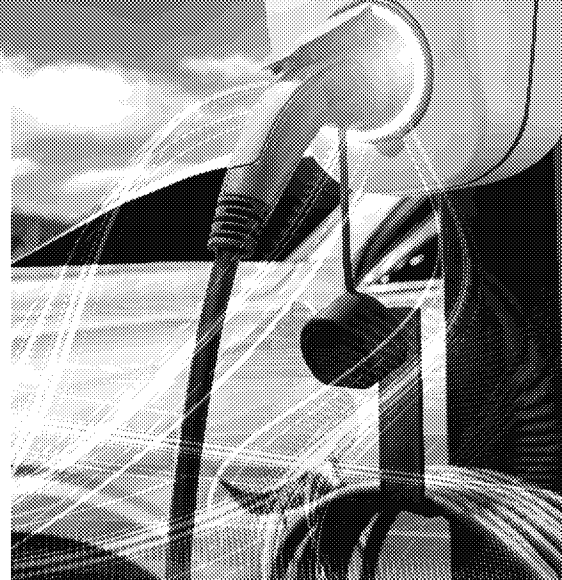
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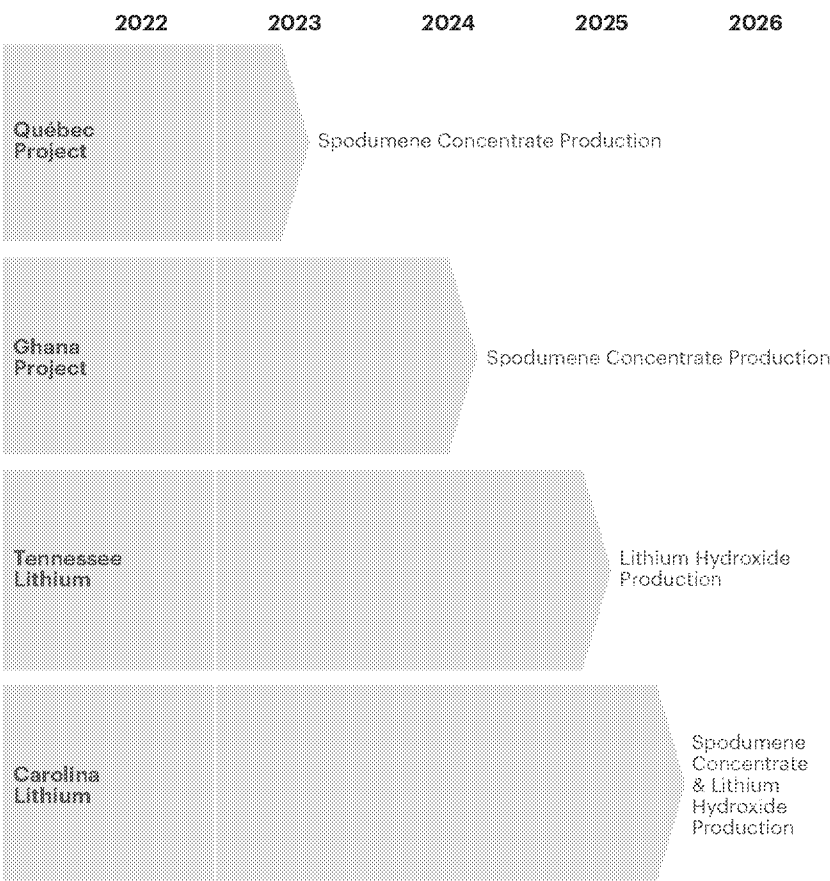
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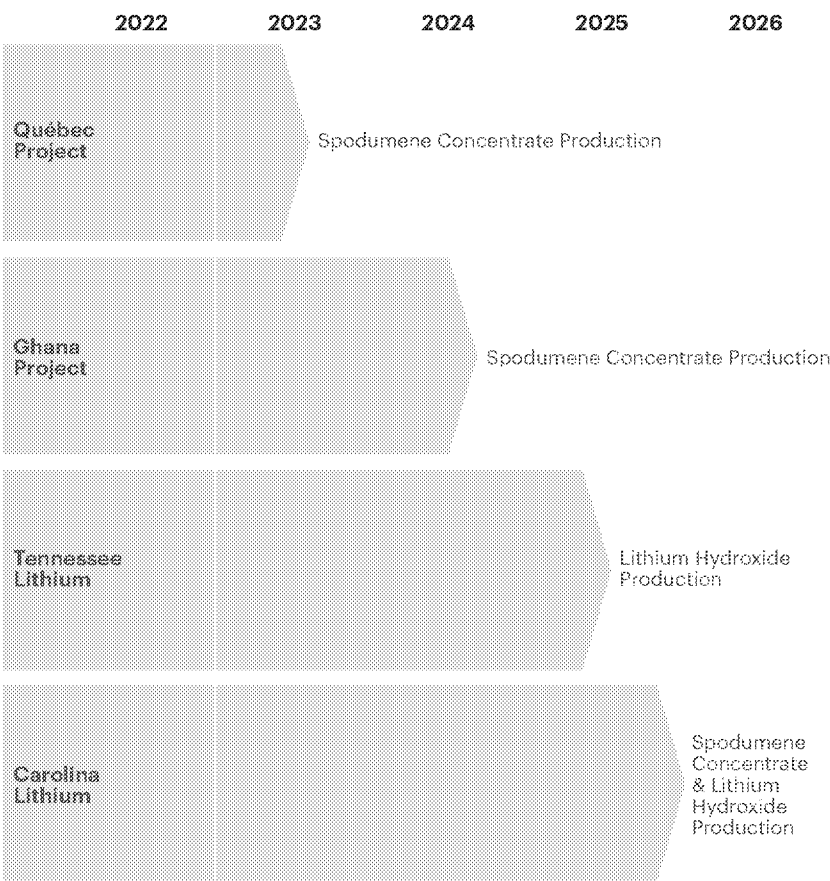
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**on behalf of** McCabe, Janet [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C6014E2E039B4EDEA04E1942CD86D68D-MCCABE, JAN]  
**Sent:** 11/7/2022 2:10:20 PM  
**Subject:** Meeting with Piedmont Lithium  
**Location:** EPA Headquarters  
**Start:** 11/2/2022 4:30:00 PM  
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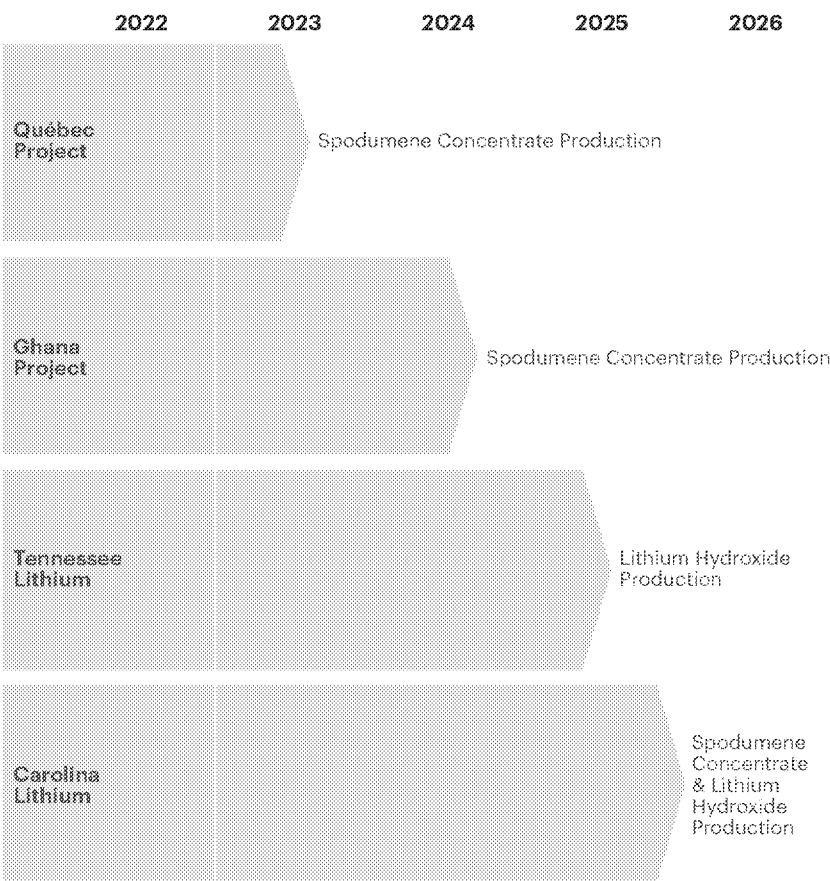
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Message

---

**From:** Fine, Philip [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E774228102D4FFDA4DEABA3B5ABE5C4-FINE, PHILI]  
**Sent:** 11/1/2022 11:39:32 AM  
**To:** Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** RE: Piedmont Meeting on Thursday

I can make that work.

---

**From:** Lucey, John <Lucey.John.D@epa.gov>  
**Sent:** Monday, October 31, 2022 6:27 PM  
**To:** Fine, Philip <Fine.Philip@epa.gov>  
**Subject:** Piedmont Meeting on Thursday

Phil – apologies I’m away from my notes right now, but for the meeting you, Vicki, and I spoke about on Wednesday, both Janet and Dan are available at 12:30pm this Wednesday. Did that fit in one of your windows?

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112

Message

---

**From:** McCabe, Janet [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=C6014E2E039B4EDEA04E1942CD86D68D-MCCABE, JAN]  
**Sent:** 11/2/2022 1:13:37 AM  
**To:** Monger, Jon [Monger.Jon@epa.gov]  
**Subject:** RE: 12:30 tomorrow w/ Piedmont

thanks

---

**From:** Monger, Jon <Monger.Jon@epa.gov>  
**Sent:** Tuesday, November 1, 2022 5:25 PM  
**To:** McCabe, Janet <McCabe.Janet@epa.gov>; Utech, Dan <Utech.Dan@epa.gov>  
**Cc:** Fine, Philip <Fine.Philip@epa.gov>; Lucey, John <Lucey.John.D@epa.gov>; Atkinson, Emily <Atkinson.Emily@epa.gov>  
**Subject:** 12:30 tomorrow w/ Piedmont

I believe this is who you are meeting with tomorrow at 12:30; company background info attached. Thanks John Lucey for sharing.

---

**From:** Lucey, John <Lucey.John.D@epa.gov>  
**Sent:** Tuesday, November 1, 2022 5:15 PM  
**To:** Monger, Jon <Monger.Jon@epa.gov>  
**Subject:** Piedmont Bio



Mr. Keith D. Phillips

**President & Chief Executive Officer**

Appointed on July 6, 2017, Mr. Phillips has a career on Wall Street spanning 30 years during which he has worked on strategic and financing transactions representing over \$100 billion in aggregate value. Mr. Phillips

was most recently a Senior Advisor with merchant banker Maxit Capital, after leading the mining investment banking teams for Merrill Lynch, Bear Stearns, JPMorgan and Dahlman Rose. Mr. Phillips has worked with numerous mining companies, including many established global leaders, and has dedicated most of the past decade to advising exploration and development-stage companies in achieving their strategic objectives, with a particular focus on obtaining relevance in the United States capital markets. Mr. Phillips received his Master of Business Administration from The University of Chicago and a Bachelor of Commerce from Laurentian University in Canada.

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112

Message

---

**From:** Rivera, Keylin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=F705FE18D3C44BDBAF82A7BA9B87BF52-RIVERA, KEY]  
**Sent:** 11/1/2022 8:28:57 PM  
**To:** Ex. 6 - Email for Headquarters Security  
**Subject:** Meeting with External Stakeholders  
**Attachments:** Visitor Request Form - November.docx

**Importance:** High

Greetings,

I hope all is well on your end. I apologize for the late notice but tomorrow there will be a couple of external folks visiting the office for a meeting with the Chief of Staff and the Deputy Administrator.

Attaching the form.

Best,  
Keylin

Keylin Rivera  
Special Advisor, Intergovernmental Relations  
United States Environmental Protection Agency  
Cell: 202-209-0538



# ENVIRONMENTAL PROTECTION AGENCY VISITOR REQUEST FORM

*Email request to* [ HYPERLINK "mailto: Ex. 6 - Email for Headquarters Security

**Name of Visitor(s) and affiliation (i.e.- company/organization-federal department/agency):**

**Organization:**

**Piedmont Lithium**

Keith Phillips, CEO, Piedmont Lithium

Patrick Brindle, COO, Piedmont Lithium

Malissa Gordon, Government Affairs, Piedmont Lithium

Ben Steinberg, Executive Vice President, Venn Strategies

**Date of Arrival:**

**11.2.2022**

**Time of Arrival (approximation if needed):**

**12:00 PM EST**

**Entrance:**

**WJC-C**

**Location of Meeting (Room #):**

**3528**

**Name/Purpose of meeting:**

**Meeting with DA McCabe and COS Utech**



**Primary sponsor of Meeting:**  
**OCIR, John Lucey**

**Name of EPA Employee Escort to Meet Visitor at Entrance:**

**Employee A )      Name: Keylin Rivera**  
**Number: 202-209-0538**  
**Email: [ [HYPERLINK "mailto:Rivera.Keylin@epa.gov"](mailto:Rivera.Keylin@epa.gov) ]**

## Appointment

---

**From:** Rivera, Keylin [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f705fe18d3c44bdbaf82a7ba9b87bf52-Rivera, Key]  
**Sent:** 11/1/2022 8:30:54 PM  
**To:** Utech, Dan [Utech.Dan@epa.gov]; McCabe, Janet [McCabe.Janet@epa.gov]; Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** External Meeting w/Piedmont Lithium  
**Location:** Microsoft Teams Meeting  
  
**Start:** 11/2/2022 4:30:00 PM  
**End:** 11/2/2022 5:00:00 PM  
**Show Time As:** Tentative

**Required Attendees:** Utech, Dan; McCabe, Janet; Lucey, John

---

## Microsoft Teams meeting

### Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: Ex. 6 Personal Privacy (PP)

Passcode: Ex. 6 Personal Privacy (PP)

[Download Teams](#) | [Join on the web](#)

### Join with a video conferencing device

Ex. 6 Personal Privacy (PP)

Video Conference ID: Ex. 6 Personal Privacy (PP)

[Alternate VTC instructions](#)

### Or call in (audio only)

Ex. 6 Personal Privacy (PP) United States, Seattle

Phone Conference ID: Ex. 6 Personal Privacy (PP)

[Find a local number](#) | [Reset PIN](#)

For all EPA meetings, there is no expectation of privacy regarding any communications. Participation in a recorded meeting will be deemed as consent to be recorded. Information on EPA systems is the property of the Agency and may become official records.

[Learn More](#) | [Meeting options](#)

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Message

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**From:** Rivera, Keylin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=F705FE18D3C44BDBAF82A7BA9B87BF52-RIVERA, KEY]  
**Sent:** 11/1/2022 8:34:08 PM  
**To:** Ex. 6 - Personal Privacy, Ex. 7(C) Ex. 6 - Email for Security Officers  
**CC:** Ex. 6 - Email for Headquarters Security  
**Subject:** RE: Visitor Request - Piedmont Lithium - North Lobby - Wednesday, November 2, 2022 @ 1200

Thank you all SO much for your help.

Best,  
Keylin

---

**From:** Ex. 6 - Personal Privacy, Ex. 7(C)  
**Sent:** Tuesday, November 1, 2022 4:33 PM  
**To:** Rivera, Keylin <Rivera.Keylin@epa.gov>; Ex. 6 - Email for Security Officers  
**Cc:** Ex. 6 - Email for Headquarters Security  
**Subject:** Visitor Request - Piedmont Lithium - North Lobby - Wednesday, November 2, 2022 @ 1200

Ex. 6 - Personal Privacy, Ex. 7(C)

Be advised and please notify the North lobby of the approved visitor request for Wednesday November 2, 2022.

- A Non-EPA federal employee who presents his/her HSPD-12 compliant federal ID is required to sign in, be verified/met in lobby by an EPA employee and be escorted. They **do not** have to go through screening.
- All other visitor(s) must present a valid GOV issued ID, sign-in, be processed through screening and be escorted.

Thank you for your assistance.

**Name of Visitor(s) and affiliation (i.e.- company/organization-federal department/agency):**

**Organization:**  
**Piedmont Lithium**

Keith Phillips, CEO, Piedmont Lithium  
Patrick Brindle, COO, Piedmont Lithium  
Malissa Gordon, Government Affairs, Piedmont Lithium  
Ben Steinberg, Executive Vice President, Venn Strategies

**Date of Arrival:**  
**11.2.2022**

**Time of Arrival (approximation if needed):**  
**12:00 PM EST**

**Entrance:**  
**WJC-N**

**Location of Meeting (Room #):**

Name/Purpose of meeting:

Meeting with DA McCabe and COS Utech

Primary sponsor of Meeting:

OCIR, John Lucey

Name of EPA Employee Escort to Meet Visitor at Entrance:

Employee A ) Name: Keylin Rivera

Number: 202-209-0538

Email: [Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)

Respectfully,

**Ex. 6 - Personal Privacy, Ex. 7(C)**

Message

---

**From:** Rivera, Keylin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=F705FE18D3C44BDBAF82A7BA9B87BF52-RIVERA, KEY]  
**Sent:** 11/1/2022 8:35:57 PM  
**To:** Ben Steinberg [bsteinberg@vennstrategies.com]  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Sounds good. Thank you for this information.

Best,  
Keylin

---

**From:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Sent:** Tuesday, November 1, 2022 4:35 PM  
**To:** Rivera, Keylin <Rivera.Keylin@epa.gov>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Here is an overview fact sheet that is helpful.

They are interested in telling their story about their North Carolina and Tennessee projects.

---

**From:** Rivera, Keylin <Rivera.Keylin@epa.gov>  
**Sent:** Tuesday, November 1, 2022 4:29 PM  
**To:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Hi Ben,

Fantastic, thank you so much. Do you have any briefing/reading materials you can share with me?

Best,  
Keylin

---

**From:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Sent:** Tuesday, November 1, 2022 4:25 PM  
**To:** Rivera, Keylin <Rivera.Keylin@epa.gov>  
**Cc:** Lucey, John <Lucey.John.D@epa.gov>; Buck Tharrington <Btharrington@vennstrategies.com>; Malissa Gordon <mgordon@piedmontlithium.com>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Hi Keylin - People in attendance are:

Keith Phillips, CEO, Piedmont Lithium  
Patrick Brindle, COO, Piedmont Lithium  
Malissa Gordon, Government Affairs, Piedmont Lithium  
Ben Steinberg, Executive Vice President, Venn Strategies

Thanks,

Ben

---

**From:** Rivera, Keylin <[Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)>  
**Sent:** Tuesday, November 1, 2022 4:09 PM  
**To:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>; Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Hi Ben,

Can you provide a list of the folks that will be arriving with you tomorrow?

I'll follow up shortly (in a separate email) with arrival instructions.

Best,  
Keylin

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 4:08 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Cc:** Rivera, Keylin <[Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Hi Keylin - Thanks for John, we have a meeting with Deputy Administrator McCabe and COS Utech at 12:30pm tomorrow.

Where would you like us to arrive and who should we call when we get there? Also, do you need attendee names beforehand?

Thanks,

Ben

---

**From:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Sent:** Tuesday, November 1, 2022 4:05 PM  
**To:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Cc:** Rivera, Keylin <[Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Ty!

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 4:00 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Keylin isn't on the chain.

---

**From:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Sent:** Tuesday, November 1, 2022 3:56 PM  
**To:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Cc:** Buck Tharrington <[Btharrington@vennstrategies.com](mailto:Btharrington@vennstrategies.com)>; Malissa Gordon <[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Ben,

Thanks for ping. Connecting you with my colleague, Keylin Rivera, to help coordinate logistics.

Best,

John

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 3:38 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Cc:** Buck Tharrington <[Btharrington@vennstrategies.com](mailto:Btharrington@vennstrategies.com)>; Malissa Gordon <[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)>  
**Subject:** 12:30pm meeting with DA McCabe and COS Utech

Hey John - Wondering if I missed the details for our meeting with Deputy Administrator McCabe and Dan. Where should we be entering and do you need information ahead of time. Also, is there someone to call when we get there. You? Thanks much,  
Ben

Benjamin Steinberg | *Executive Vice President*

**VENN STRATEGIES**  
1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005  
Office: 202.629.5824 | Cell Phone: 240.899.7447  
[www.vennstrategies.com](http://www.vennstrategies.com)

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## Appointment

---

**From:** Rivera, Keylin [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f705fe18d3c44dbaf82a7ba9b87bf52-Rivera, Key]  
**Sent:** 11/1/2022 8:37:16 PM  
**To:** Utech, Dan [Utech.Dan@epa.gov]; McCabe, Janet [McCabe.Janet@epa.gov]; Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** External Meeting w/Piedmont Lithium  
**Attachments:** PL\_DC-FactSheet\_1-sheet\_R8.pdf  
**Location:** WJC- N (TBD)  
  
**Start:** 11/2/2022 4:30:00 PM  
**End:** 11/2/2022 5:00:00 PM  
**Show Time As:** Tentative

**Required Attendees:** Utech, Dan; McCabe, Janet; Lucey, John

Subj: Piedmont Lithium is interested in telling their story about their North Carolina and Tennessee projects.

---

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Ex. 6 Personal Privacy (PP)

Video Conference ID: Ex. 6 Personal Privacy (PP)

[Alternate VTC instructions](#)

### Or call in (audio only)

Ex. 6 Personal Privacy (PP) United States, Seattle

Phone Conference ID: Ex. 6 Personal Privacy (PP)

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## Powering a Positively Electric Future

**As demand surges for green solutions to combat climate change, the market for electric vehicles (EVs) is charging ahead –and fast.** In 2020, the global EV market was valued at \$161 billion. By 2030, it is projected to grow to \$823 billion.

Yet while the U.S. lithium demand continues to soar, domestic supply for lithium hydroxide – a key ingredient for EV batteries – is running short, constituting only a fraction of what will be required by the American market in the next five to ten years.

**Today, the U.S. is facing a critical shortage of the lithium products required to power the electric vehicle and battery supply chains. Currently, nearly 80% of the world's battery-grade lithium is being produced by China.**

As a global, multi-asset lithium business with headquarters in Gaston County, North Carolina, **Piedmont Lithium is working to help anchor the electric vehicle battery revolution** through a series of strategically timed investments that will allow us to bring operations online in 2023, 2024, 2025, and 2026.

Equity investments in lithium projects in Québec and Ghana provide near-term opportunity for production of spodumene concentrate beginning in 2023 and 2024, respectively. We are planning two projects in the U.S.: Tennessee Lithium, a lithium hydroxide production plant, and Carolina Lithium, located in the renowned Carolina Tin-Spodumene Belt in North Carolina. These projects, which will come online in 2025 and 2026, respectively, will help to drastically increase lithium hydroxide production in the U.S.

With the geology, proximity, and planned production timeline of our operations, **Piedmont Lithium is poised to play an important role in supporting the increasing demand for lithium in North America** as the economies shift toward the electrification of transportation and energy storage.

Our goal is to become a leading producer of lithium hydroxide in North America through **diverse, sustainable, and technically advanced operations.**



For more information,  
please contact:

**Malissa Gordon**  
*Government Affairs Manager,*  
Piedmont Lithium  
**M** 704-491-9130  
[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)

**Ben Steinberg**  
*Venn Strategies*  
**M** 240-899-7447  
[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)



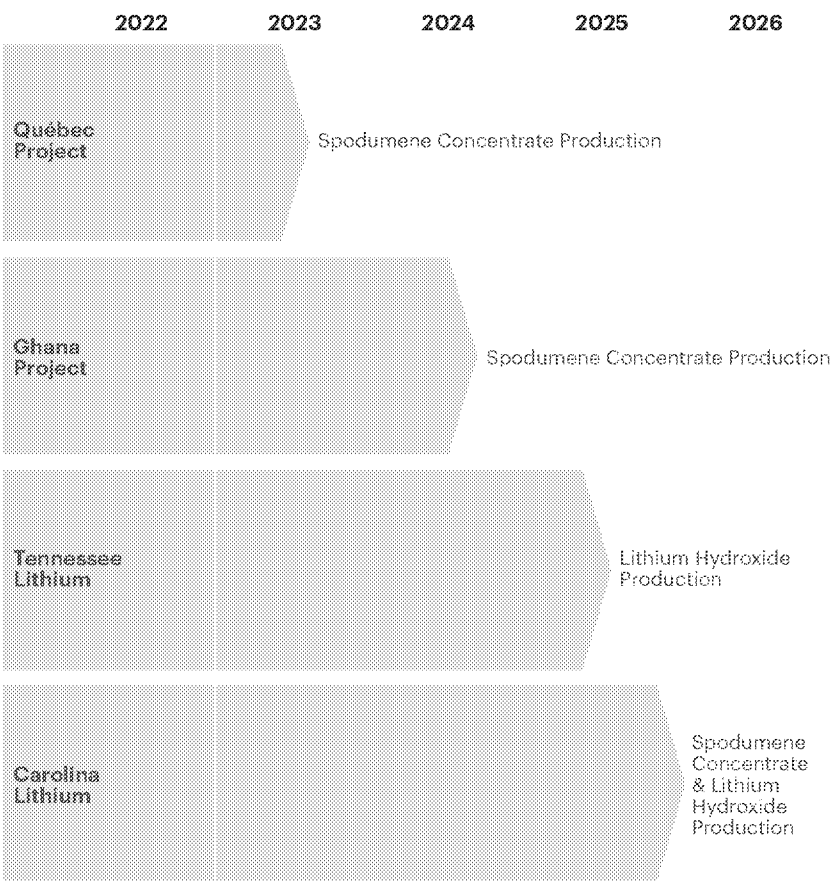
[piedmontlithium.com](http://piedmontlithium.com)

# Piedmont Lithium

## At A Glance

Piedmont Lithium is a development-stage company centered on building a multi-asset, integrated lithium business that is uniquely positioned to support the domestic demand for lithium hydroxide through a series of strategically located, global projects.

### Development Progression



### Key Capital Projects:

Québec

Ghana

Tennessee  
Lithium

Carolina  
Lithium

### Globally Diversified

operations on  
**2 continents** in  
**3 countries**

**60,000 MT<sup>1</sup>**  
**LITHIUM HYDROXIDE**

expected annual production capacity (nameplate) from our Tennessee Lithium and Carolina Lithium operations

**~\$2.0 Billion<sup>2</sup>**

estimated investment over the next five years

### An Operational Timeline

Québec Projects:	<b>2023</b>
Ghana Project:	<b>2024</b>
Tennessee Lithium:	<b>2025</b>
Carolina Lithium:	<b>2026</b>

<sup>1</sup> MT is Metric Tons

<sup>2</sup> United States dollar

Message

---

**From:** Rivera, Keylin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=F705FE18D3C44BDBAF82A7BA9B87BF52-RIVERA, KEY]  
**Sent:** 11/1/2022 8:22:27 PM  
**To:** Ben Steinberg [bsteinberg@vennstrategies.com]  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Hi Ben,

Below I've included the arrival instructions related to your party's visit to the EPA.

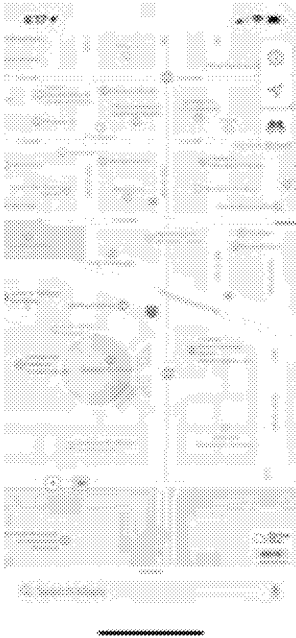
**Directions to EPA North Headquarters:**

EPA headquarters is located on 12<sup>th</sup> Street NW between Constitution Ave NW and Pennsylvania Ave NW.

If you have any questions please do not hesitate to reach out. Please note, I'm waiting on the names of attendees so I can notify our security team. Lastly, please arrive 15 minutes early!

I'll come down to greet and escort you tomorrow so if you could text me / call me when you arrive that would be extremely helpful (202) 209-0538.

Best,  
Keylin



---

**From:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Sent:** Tuesday, November 1, 2022 4:08 PM  
**To:** Lucey, John <Lucey.John.D@epa.gov>  
**Cc:** Rivera, Keylin <Rivera.Keylin@epa.gov>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Hi Keylin - Thanks for John, we have a meeting with Deputy Administrator McCabe and COS Utech at 12:30pm tomorrow.

Where would you like us to arrive and who should we call when we get there? Also, do you need attendee names beforehand?

Thanks,

Ben

---

**From:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Sent:** Tuesday, November 1, 2022 4:05 PM  
**To:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Cc:** Rivera, Keylin <[Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Ty!

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 4:00 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Keylin isn't on the chain.

---

**From:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Sent:** Tuesday, November 1, 2022 3:56 PM  
**To:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Cc:** Buck Tharrington <[Btharrington@vennstrategies.com](mailto:Btharrington@vennstrategies.com)>; Malissa Gordon <[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Ben,

Thanks for ping. Connecting you with my colleague, Keylin Rivera, to help coordinate logistics.

Best,

John

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 3:38 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Cc:** Buck Tharrington <[Btharrington@vennstrategies.com](mailto:Btharrington@vennstrategies.com)>; Malissa Gordon <[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)>  
**Subject:** 12:30pm meeting with DA McCabe and COS Utech

Hey John - Wondering if I missed the details for our meeting with Deputy Administrator McCabe and Dan. Where should we be entering and do you need information ahead of time. Also, is there someone to call when we get there. You? Thanks much,  
Ben

**Benjamin Steinberg** | *Executive Vice President*

**VENN STRATEGIES**  
1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005  
Office: 202.629.5824 | Cell Phone: 240.899.7447  
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Message

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**From:** Rivera, Keylin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=F705FE18D3C44BDBAF82A7BA9B87BF52-RIVERA, KEY]  
**Sent:** 11/1/2022 8:41:46 PM  
**To:** Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** Piedmont Lithium Information Sheet Attached  
**Attachments:** PL\_DC-FactSheet\_1-sheet\_R8.pdf

Please note they are interested in telling their story about their NC and TN projects.

Attaching information sheet as well.

-KR



## Powering a Positively Electric Future

**As demand surges for green solutions to combat climate change, the market for electric vehicles (EVs) is charging ahead –and fast.** In 2020, the global EV market was valued at \$161 billion. By 2030, it is projected to grow to \$823 billion.

Yet while the U.S. lithium demand continues to soar, domestic supply for lithium hydroxide – a key ingredient for EV batteries – is running short, constituting only a fraction of what will be required by the American market in the next five to ten years.

**Today, the U.S. is facing a critical shortage of the lithium products required to power the electric vehicle and battery supply chains. Currently, nearly 80% of the world's battery-grade lithium is being produced by China.**

As a global, multi-asset lithium business with headquarters in Gaston County, North Carolina, **Piedmont Lithium is working to help anchor the electric vehicle battery revolution** through a series of strategically timed investments that will allow us to bring operations online in 2023, 2024, 2025, and 2026.

Equity investments in lithium projects in Québec and Ghana provide near-term opportunity for production of spodumene concentrate beginning in 2023 and 2024, respectively. We are planning two projects in the U.S.: Tennessee Lithium, a lithium hydroxide production plant, and Carolina Lithium, located in the renowned Carolina Tin-Spodumene Belt in North Carolina. These projects, which will come online in 2025 and 2026, respectively, will help to drastically increase lithium hydroxide production in the U.S.

With the geology, proximity, and planned production timeline of our operations, **Piedmont Lithium is poised to play an important role in supporting the increasing demand for lithium in North America** as the economies shift toward the electrification of transportation and energy storage.

Our goal is to become a leading producer of lithium hydroxide in North America through **diverse, sustainable, and technically advanced operations.**



For more information,  
please contact:

**Malissa Gordon**  
*Government Affairs Manager,*  
Piedmont Lithium  
**M** 704-491-9130  
[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)

**Ben Steinberg**  
*Venn Strategies*  
**M** 240-899-7447  
[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)



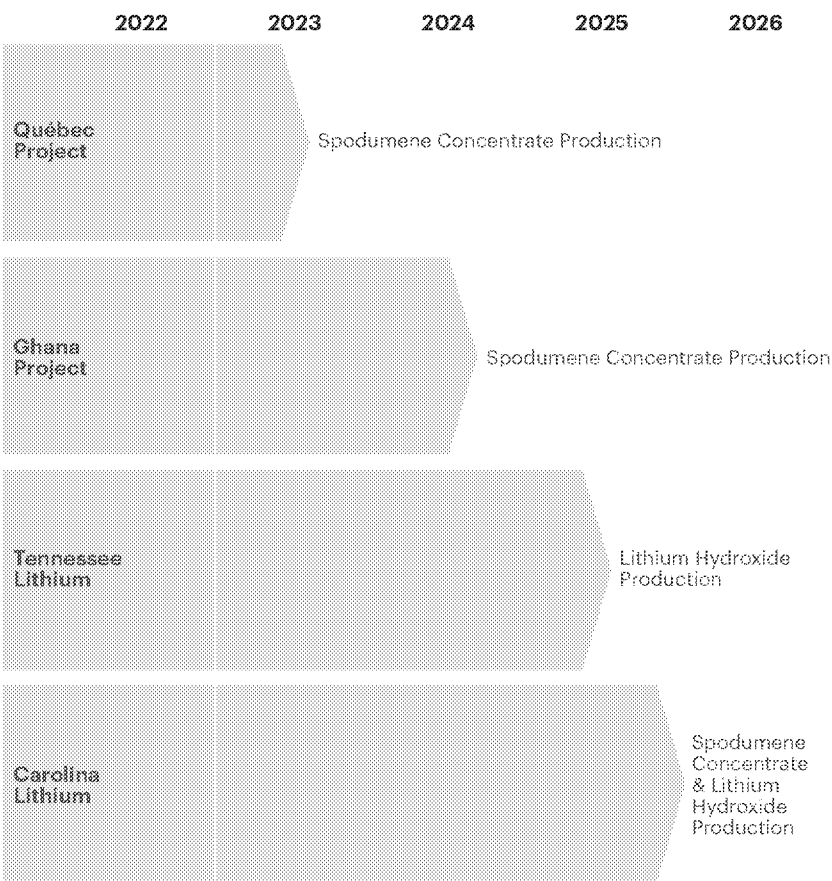
[piedmontlithium.com](http://piedmontlithium.com)

# Piedmont Lithium

## At A Glance

Piedmont Lithium is a development-stage company centered on building a multi-asset, integrated lithium business that is uniquely positioned to support the domestic demand for lithium hydroxide through a series of strategically located, global projects.

### Development Progression



### Key Capital Projects:

Québec

Ghana

Tennessee  
Lithium

Carolina  
Lithium

### Globally Diversified

operations on  
**2 continents** in  
**3 countries**

**60,000 MT<sup>1</sup>**  
**LITHIUM HYDROXIDE**

expected annual production capacity (nameplate) from our Tennessee Lithium and Carolina Lithium operations

**~\$2.0 Billion<sup>2</sup>**

estimated investment over the next five years

### An Operational Timeline

Québec Projects:	2023
Ghana Project:	2024
Tennessee Lithium:	2025
Carolina Lithium:	2026

<sup>1</sup> MT is Metric Tons

<sup>2</sup> United States dollar

Message

---

**From:** Lucey, John [Lucey.John.D@epa.gov]  
**Sent:** 11/1/2022 8:29:02 PM  
**To:** Rivera, Keylin [Rivera.Keylin@epa.gov]  
**Subject:** FW: Piedmont Mtg

---

**From:** Utech, Dan <Utech.Dan@epa.gov>  
**Sent:** Tuesday, November 1, 2022 4:28 PM  
**To:** Lucey, John <Lucey.John.D@epa.gov>  
**Subject:** RE: Piedmont Mtg

yes

---

**From:** Lucey, John <Lucey.John.D@epa.gov>  
**Sent:** Tuesday, November 1, 2022 4:27 PM  
**To:** Utech, Dan <Utech.Dan@epa.gov>  
**Subject:** Piedmont Mtg

Dan – I spoke with Andrea Drinkard about the meeting tomorrow with Piedmont Lithium. She suggested stealing the 12:30 slot that both you and Janet had at 12:30 to do this. Okay if I lock in?

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112

Message

---

**From:** Ben Steinberg [bsteinberg@vennstrategies.com]  
**Sent:** 11/1/2022 8:34:51 PM  
**To:** Rivera, Keylin [Rivera.Keylin@epa.gov]  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech  
**Attachments:** PL\_DC-FactSheet\_1-sheet\_R8.pdf

Here is an overview fact sheet that is helpful.

They are interested in telling their story about their North Carolina and Tennessee projects.

---

**From:** Rivera, Keylin <Rivera.Keylin@epa.gov>  
**Sent:** Tuesday, November 1, 2022 4:29 PM  
**To:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Hi Ben,

Fantastic, thank you so much. Do you have any briefing/reading materials you can share with me?

Best,  
Keylin

---

**From:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Sent:** Tuesday, November 1, 2022 4:25 PM  
**To:** Rivera, Keylin <Rivera.Keylin@epa.gov>  
**Cc:** Lucey, John <Lucey.John.D@epa.gov>; Buck Tharrington <Btharrington@vennstrategies.com>; Malissa Gordon <mgordon@piedmontlithium.com>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Hi Keylin - People in attendance are:

Keith Phillips, CEO, Piedmont Lithium  
Patrick Brindle, COO, Piedmont Lithium  
Malissa Gordon, Government Affairs, Piedmont Lithium  
Ben Steinberg, Executive Vice President, Venn Strategies

Thanks,

Ben

---

**From:** Rivera, Keylin <Rivera.Keylin@epa.gov>  
**Sent:** Tuesday, November 1, 2022 4:09 PM  
**To:** Ben Steinberg <bsteinberg@vennstrategies.com>; Lucey, John <Lucey.John.D@epa.gov>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Hi Ben,

Can you provide a list of the folks that will be arriving with you tomorrow?

I'll follow up shortly (in a separate email) with arrival instructions.

Best,  
Keylin

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 4:08 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Cc:** Rivera, Keylin <[Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Hi Keylin - Thanks for John, we have a meeting with Deputy Administrator McCabe and COS Utech at 12:30pm tomorrow.

Where would you like us to arrive and who should we call when we get there? Also, do you need attendee names beforehand?

Thanks,

Ben

---

**From:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Sent:** Tuesday, November 1, 2022 4:05 PM  
**To:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Cc:** Rivera, Keylin <[Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Ty!

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 4:00 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Subject:** Re: 12:30pm meeting with DA McCabe and COS Utech

Keylin isn't on the chain.

---

**From:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Sent:** Tuesday, November 1, 2022 3:56 PM  
**To:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Cc:** Buck Tharrington <[Btharrington@vennstrategies.com](mailto:Btharrington@vennstrategies.com)>; Malissa Gordon <[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)>  
**Subject:** RE: 12:30pm meeting with DA McCabe and COS Utech

Ben,

Thanks for ping. Connecting you with my colleague, Keylin Rivera, to help coordinate logistics.

Best,

John

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112

---

**From:** Ben Steinberg <[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)>  
**Sent:** Tuesday, November 1, 2022 3:38 PM  
**To:** Lucey, John <[Lucey.John.D@epa.gov](mailto:Lucey.John.D@epa.gov)>  
**Cc:** Buck Tharrington <[Btharrington@vennstrategies.com](mailto:Btharrington@vennstrategies.com)>; Malissa Gordon <[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)>  
**Subject:** 12:30pm meeting with DA McCabe and COS Utech

Hey John - Wondering if I missed the details for our meeting with Deputy Administrator McCabe and Dan. Where should we be entering and do you need information ahead of time. Also, is there someone to call when we get there. You? Thanks much,  
Ben

**Benjamin Steinberg** | *Executive Vice President*

**VENN STRATEGIES**  
1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005  
Office: 202.629.5824 | Cell Phone: 240.899.7447  
[www.vennstrategies.com](http://www.vennstrategies.com)

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For more information,  
please contact:

**Malissa Gordon**  
*Government Affairs Manager,*  
Piedmont Lithium  
**M** 704-491-9130  
[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)

**Ben Steinberg**  
*Venn Strategies*  
**M** 240-899-7447  
[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)



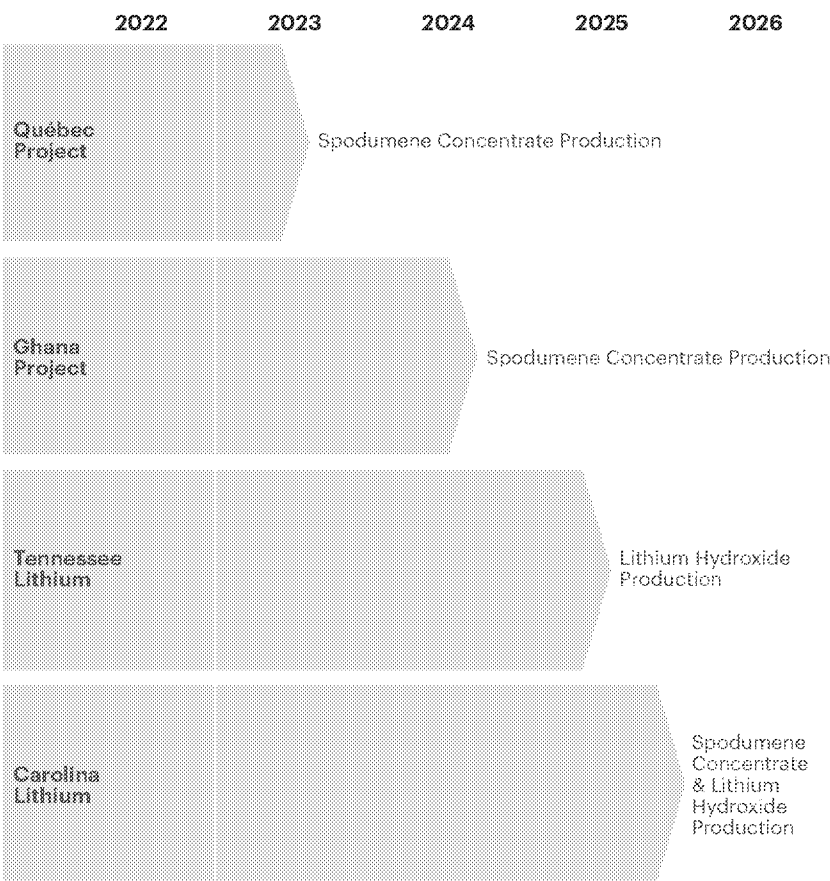
[piedmontlithium.com](http://piedmontlithium.com)

# Piedmont Lithium

## At A Glance

Piedmont Lithium is a development-stage company centered on building a multi-asset, integrated lithium business that is uniquely positioned to support the domestic demand for lithium hydroxide through a series of strategically located, global projects.

### Development Progression



### Key Capital Projects:

Québec

Ghana

Tennessee  
Lithium

Carolina  
Lithium

### Globally Diversified

operations on  
**2 continents** in  
**3 countries**

**60,000 MT<sup>1</sup>**  
**LITHIUM HYDROXIDE**

expected annual production  
capacity (nameplate) from our  
Tennessee Lithium and Carolina  
Lithium operations

**~\$2.0 Billion<sup>2</sup>**

estimated investment over the  
next five years

### An Operational Timeline

Québec Projects:	<b>2023</b>
Ghana Project:	<b>2024</b>
Tennessee Lithium:	<b>2025</b>
Carolina Lithium:	<b>2026</b>

<sup>1</sup> MT is Metric Tons

<sup>2</sup> United States dollar

Message

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**From:** Ex. 6 - Personal Privacy, Ex. 7(C)  
**Sent:** 11/1/2022 8:37:02 PM  
**To:** Ex. 6 - Personal Privacy, Ex. 7(C) Rivera, Keylin [Rivera.Keylin@epa.gov]; Ex. 6 - Email for Security Officers  
Ex. 6 - Email for Security Officers  
**CC:** Ex. 6 - Email for Headquarters Security  
**Subject:** RE: Visitor Request - Piedmont Lithium - North Lobby - Wednesday, November 2, 2022 @ 1200

Email received.... The Post location indicated will be notified

---

**From:** Ex. 6 - Personal Privacy, Ex. 7(C)  
**Sent:** Tuesday, November 1, 2022 4:33 PM  
**To:** Rivera, Keylin <Rivera.Keylin@epa.gov> Ex. 6 - Email for Security Officers  
**Cc:** Ex. 6 - Email for Headquarters Security  
**Subject:** Visitor Request - Piedmont Lithium - North Lobby - Wednesday, November 2, 2022 @ 1200

Ex. 6 - Personal Privacy, Ex. 7(C)

Be advised and please notify the North lobby of the approved visitor request for Wednesday November 2, 2022.

- A Non-EPA federal employee who presents his/her HSPD-12 compliant federal ID is required to sign in, be verified/met in lobby by an EPA employee and be escorted. They **do not** have to go through screening.
- All other visitor(s) must present a valid GOV issued ID, sign-in, be processed through screening and be escorted.

Thank you for your assistance.

**Name of Visitor(s) and affiliation (i.e.- company/organization-federal department/agency):**

**Organization:**  
**Piedmont Lithium**

Keith Phillips, CEO, Piedmont Lithium  
Patrick Brindle, COO, Piedmont Lithium  
Malissa Gordon, Government Affairs, Piedmont Lithium  
Ben Steinberg, Executive Vice President, Venn Strategies

**Date of Arrival:**  
**11.2.2022**

**Time of Arrival (approximation if needed):**  
**12:00 PM EST**

**Entrance:**  
**WJC-N**

**Location of Meeting (Room #):**  
**3528**

**Name/Purpose of meeting:**

**Meeting with DA McCabe and COS Utech**

**Primary sponsor of Meeting:**

**OCIR, John Lucey**

**Name of EPA Employee Escort to Meet Visitor at Entrance:**

**Employee A ) Name: Keylin Rivera**

**Number:202-209-0538**

**Email: [Rivera.Keylin@epa.gov](mailto:Rivera.Keylin@epa.gov)**

Respectfully,

**Ex. 6 - Personal Privacy, Ex. 7(C)**

Message

---

**From:** Lucey, John [Lucey.John.D@epa.gov]  
**Sent:** 10/31/2022 10:29:03 PM  
**To:** Willis, Sharnett [Willis.Sharnett@epa.gov]  
**CC:** Rivera, Keylin [Rivera.Keylin@epa.gov]  
**Subject:** Meeting Request for Dan

**Flag:** Follow up

Hi Sharnett,

I spoke with Dan a bit earlier this morning about getting some time with him, Janet, and Phil Fine in OP for a meeting with the CEO of Piedmont Lithium. After speaking with Janet's assistant, Andrea Drinkard, she mentioned that both Janet and Dan were in a 12:30 on Wednesday that could work to steal as the slot for this meeting. I'll flag my request to usurp this meeting time for Dan tomorrow morning, but wanted to get it on your radar.

Best,

John

John Lucey  
Deputy Associate Administrator for Intergovernmental Relations  
U.S. Environmental Protection Agency  
[lucey.john.d@epa.gov](mailto:lucey.john.d@epa.gov)  
Cell: (202) 941-1112

Message

---

**From:** Ben Steinberg [bsteinberg@vennstrategies.com]  
**Sent:** 10/12/2022 2:14:52 PM  
**To:** Utech, Dan [Utech.Dan@epa.gov]; Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** Re: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

Message

---

**From:** Lucey, John [Lucey.John.D@epa.gov]  
**Sent:** 10/17/2022 11:37:31 PM  
**To:** Utech, Dan [Utech.Dan@epa.gov]  
**Subject:** RE: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

Dan – sorry I let this one slip by. You have any thoughts here? I'd be happy to see if I can pull something together for folks other than Admin. if it won't work for his calendar.

---

**From:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Sent:** Wednesday, October 12, 2022 10:15 AM  
**To:** Utech, Dan <Utech.Dan@epa.gov>; Lucey, John <Lucey.John.D@epa.gov>  
**Subject:** Re: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

Hi Dan and John - Following up on this. Keith Phillips, CEO of Piedmont Lithium will be in town on November 2nd and would love the opportunity to brief Administrator Regan and his team. Thanks,  
Ben

**Benjamin Steinberg** | *Executive Vice President*

**VENN STRATEGIES**  
1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005  
*Office: 202.629.5824 | Fax: 202.466.9666*  
[www.vennstrategies.com](http://www.vennstrategies.com)

On Oct 4, 2022, at 4:33 PM, Ben Steinberg <bsteinberg@vennstrategies.com> wrote:

Hi Dan and John,

I hope all is well. Dan - Thanks for lending John to my world 😊 He and the entire EPA team have been so great to work with on critical minerals, batteries and EVs. From Kim Cochran, Holly Elwood, Elise Owen, Patty McGrath, etc. (too many names to write) we are thoroughly impressed with the breadth and depth of the team and the work being done.

I'm reaching out to see if you and Administrator Regan are available to meet with leadership from Piedmont Lithium on November 2nd. They would like the opportunity to share with you/him how their projects are going in North Carolina and Tennessee as well as how those projects tie to their lithium assets in Canada and Ghana (and the global electrification economy). They have made great progress with state and local partners over the past year and can walk through issues on permitting, water and air quality, community and workforce engagement, and economic development.

It is also a great time to connect because we know the White House and Administration officials are planning visits to battery mineral processing facilities in the coming months (BIL and IRA funding/incentive implementation) and we heard North Carolina and Tennessee are being considered for visits so want to make sure we are on the same page with the leadership team at EPA.

Thanks very much for the consideration and looking forward to seeing you soon.

Ben

**Benjamin Steinberg** | *Executive Vice President*

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1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005

Office: 202.629.5824 | Cell Phone: 240.899.7447

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Message

---



















**From:** Willis, Sharnett [Willis.Sharnett@epa.gov]  
**Sent:** 11/1/2022 10:28:03 PM  
**To:** Utech, Dan [Utech.Dan@epa.gov]  
**Subject:** Schedule for Wednesday, November 2  
**Attachments:** Calendar for Chief of Staff.docx; image004.emz; oledata.mso

## Chief of Staff Calendar for Wednesday, November 2, 2022

-  8:15 AM – 8:30 AM Quick Roll-out sync  
Harney, Alethea
-  8:30 AM – 9:00 AM Check-in  
Alm Room//Microsoft Teams Meeting / scheduling
-  9:00 AM – 10:00 AM General Check-in  
Blythers, Dorien
-  10:00 AM – 10:30 AM Weekly Check-In with Marianne  
Microsoft Teams Meeting / Utech, Dan
-  10:30 AM – 11:00 AM Check-in with Janet McCabe, Dan Utech, and David Uhlmann  
Administrator's Office / scheduling
-  11:00 AM – 11:30 AM Video Call with Satyam Khanna  
Microsoft Teams Meeting / Utech, Dan  
 Satyam Khanna
-  11:30 AM – 12:00 PM Check-in with Larry Starfield, OECA  
Administrator's Office / scheduling
-  12:30 PM – 12:55 PM Hybrid Meeting: Rosemary Enobakhare, OPEEE and Dan Utech, AO  
Microsoft Teams Meeting + WJC-N Room 3412  
McCabe, Janet
-  12:30 PM – 1:00 PM External Meeting w/Piedmont Lithium  
WJC-N (Room 3530)  
Rivera, Keylin  
  
PL\_DC-FactSheet\_1-s  
heet\_R8.pdf
-  1:00 PM – 1:15 PM Check-in with Jeff and Dan U.  
Microsoft Teams Meeting / Prieto, Jeffrey
-  1:30 PM – 2:00 PM Weekly Check-In with Radhika  
Microsoft Teams Meeting / Utech, Dan
-  2:00 PM – 2:30 PM Weekly with Grant  
Microsoft Teams Meeting / Utech, Dan

-  2:00 PM – 2:45 PM Hybrid Meeting: Briefing: EPA as Lead Federal Agency for Water Incidents  
Alm Room//Microsoft Teams meeting / scheduling
-  2:30 PM – 3:00 PM Weekly Check-In with Maria  
Microsoft Teams Meeting / Utech, Dan
-  4:00 PM – 5:00 PM Cabinet Chiefs of Staff In-Person Meeting  
Room TBD, The White House / Koh, Daniel A. EOP/WHO
-  5:00 PM – 6:30 PM Cabinet Chiefs of Staff Happy Hour  
Cabinet Affairs Balcony, EEOB 160 / Koh, Daniel A. EOP/WHO

## Chief of Staff Calendar for Wednesday, November 2, 2022

	8:15 AM – 8:30 AM	<u>Quick Roll-out sync</u> Harney, Alethea
	8:30 AM – 9:00 AM	<u>Check-in</u> Alm Room//Microsoft Teams Meeting / scheduling
	9:00 AM – 10:00 AM	<u>General Check-in</u> Blythers, Dorien
	10:00 AM – 10:30 AM	<u>Weekly Check-In with Marianne</u> Microsoft Teams Meeting / Utech, Dan
	10:30 AM – 11:00 AM	<u>Check-in with Janet McCabe, Dan Utech, and David Uhlmann</u> Administrator's Office / scheduling
	11:00 AM – 11:30 AM	<u>Video Call with Satyam Khanna</u> Microsoft Teams Meeting / Utech, Dan   Satyam Khanna
	11:30 AM – 12:00 PM	<u>Check-in with Larry Starfield, OECA</u> Administrator's Office / scheduling
	12:30 PM – 12:55 PM	<u>Hybrid Meeting: Rosemary Enobakhare, OPEEE and Dan Utech, AO</u> Microsoft Teams Meeting + WJC-N Room 3412 McCabe, Janet
	12:30 PM – 1:00 PM	<u>External Meeting w/Piedmont Lithium</u> WJC-N (Room 3530) Rivera, Keylin   PL_DC-FactSheet_1-s heet_R8.pdf
	1:00 PM – 1:15 PM	<u>Check-in with Jeff and Dan U.</u> Microsoft Teams Meeting / Prieto, Jeffrey
	1:30 PM – 2:00 PM	<u>Weekly Check-In with Radhika</u> Microsoft Teams Meeting / Utech, Dan
	2:00 PM – 2:30 PM	<u>Weekly with Grant</u> Microsoft Teams Meeting / Utech, Dan
	2:00 PM – 2:45 PM	<u>Hybrid Meeting: Briefing: EPA as Lead Federal Agency for Water Incidents</u> Alm Room//Microsoft Teams meeting / scheduling
	2:30 PM – 3:00 PM	<u>Weekly Check-In with Maria</u> Microsoft Teams Meeting / Utech, Dan
	4:00 PM – 5:00 PM	<u>Cabinet Chiefs of Staff In-Person Meeting</u> Room TBD, The White House / Koh, Daniel A. EOP/WHO
	5:00 PM – 6:30 PM	<u>Cabinet Chiefs of Staff Happy Hour</u> Cabinet Affairs Balcony, EEOB 160 / Koh, Daniel A. EOP/WHO



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**M** 240-899-7447  
[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)



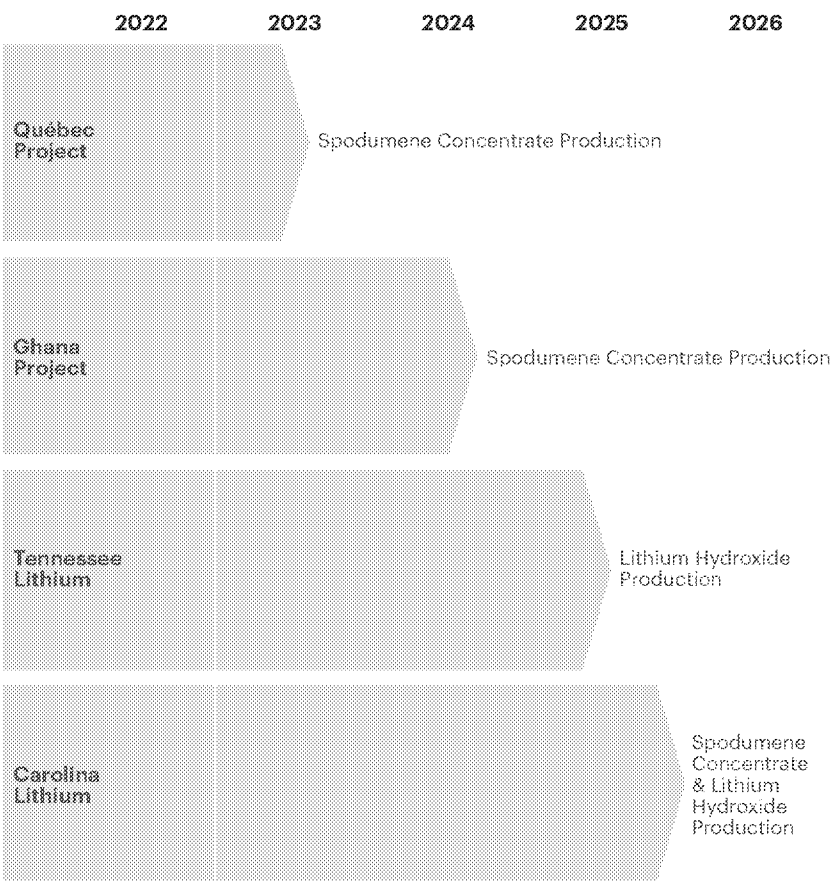
[piedmontlithium.com](http://piedmontlithium.com)

# Piedmont Lithium

## At A Glance

Piedmont Lithium is a development-stage company centered on building a multi-asset, integrated lithium business that is uniquely positioned to support the domestic demand for lithium hydroxide through a series of strategically located, global projects.

### Development Progression



### Key Capital Projects:



### Globally Diversified

operations on  
**2 continents** in  
**3 countries**

**60,000 MT<sup>1</sup>**  
**LITHIUM HYDROXIDE**

expected annual production capacity (nameplate) from our Tennessee Lithium and Carolina Lithium operations

**~\$2.0 Billion<sup>2</sup>**

estimated investment over the next five years

### An Operational Timeline

Québec Projects:	2023
Ghana Project:	2024
Tennessee Lithium:	2025
Carolina Lithium:	2026

<sup>1</sup> MT is Metric Tons  
<sup>2</sup> United States dollar

## Appointment

---

**From:** Utech, Dan [/o=ExchangeLabs/ou=Exchange Administrative Group  
(FYDIBOHF23SPDLT)/cn=Recipients/cn=355649ab49d340e7ab667e52a9cee6a9-Utech, Dan]  
**Sent:** 11/2/2022 12:47:05 PM  
**To:** Rivera, Keylin [Rivera.Keylin@epa.gov]  
**Subject:** Accepted: External Meeting w/Piedmont Lithium  
**Location:** WJC-N (Room 3530)  
**Start:** 11/2/2022 4:30:00 PM  
**End:** 11/2/2022 5:00:00 PM  
**Show Time As:** Busy

## Appointment

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**From:** Lucey, John [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=223482edd5154252b338d5377826f21e-Lucey, John]  
**Sent:** 11/1/2022 8:41:59 PM  
**To:** Rivera, Keylin [Rivera.Keylin@epa.gov]  
**Subject:** Accepted: External Meeting w/Piedmont Lithium  
**Location:** WJC- N (TBD)  
**Start:** 11/2/2022 4:30:00 PM  
**End:** 11/2/2022 5:00:00 PM  
**Show Time As:** Busy

## Appointment

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**From:** Rivera, Keylin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=F705FE18D3C44BDBAF82A7BA9B87BF52-RIVERA, KEY]  
**Sent:** 11/1/2022 8:30:51 PM  
**To:** Rivera, Keylin [Rivera.Keylin@epa.gov]; Utech, Dan [Utech.Dan@epa.gov]; McCabe, Janet [McCabe.Janet@epa.gov]; Lucey, John [Lucey.John.D@epa.gov]; Fine, Philip [Fine.Philip@epa.gov]  
**CC:** Atkinson, Emily [Atkinson.Emily@epa.gov]; Willis, Sharnett [Willis.Sharnett@epa.gov]  
**Subject:** External Meeting w/Piedmont Lithium  
**Attachments:** PL\_DC-FactSheet\_1-sheet\_R8.pdf  
**Location:** WJC-N (Room 3530)  
**Start:** 11/2/2022 4:30:00 PM  
**End:** 11/2/2022 5:00:00 PM  
**Show Time As:** Busy

**Required Attendees:** Utech, Dan; McCabe, Janet; Lucey, John; Fine, Philip  
**Optional Attendees:** Atkinson, Emily; Willis, Sharnett

Subj: Piedmont Lithium is interested in telling their story about their North Carolina and Tennessee projects.

Briefing material attached.

---

## Microsoft Teams meeting

### Join on your computer, mobile app or room device

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Passcode: Ex. 6 Personal Privacy (PP)

[Download Teams](#) | [Join on the web](#)

### Join with a video conferencing device

Ex. 6 Personal Privacy (PP)

Video Conference ID: Ex. 6 Personal Privacy (PP)

[Alternate VTC instructions](#)

### Or call in (audio only)

Ex. 6 Personal Privacy (PP) United States, Seattle

Phone Conference ID: Ex. 6 Personal Privacy (PP)

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## Powering a Positively Electric Future

**As demand surges for green solutions to combat climate change, the market for electric vehicles (EVs) is charging ahead –and fast.** In 2020, the global EV market was valued at \$161 billion. By 2030, it is projected to grow to \$823 billion.

Yet while the U.S. lithium demand continues to soar, domestic supply for lithium hydroxide – a key ingredient for EV batteries – is running short, constituting only a fraction of what will be required by the American market in the next five to ten years.

**Today, the U.S. is facing a critical shortage of the lithium products required to power the electric vehicle and battery supply chains. Currently, nearly 80% of the world's battery-grade lithium is being produced by China.**

As a global, multi-asset lithium business with headquarters in Gaston County, North Carolina, **Piedmont Lithium is working to help anchor the electric vehicle battery revolution** through a series of strategically timed investments that will allow us to bring operations online in 2023, 2024, 2025, and 2026.

Equity investments in lithium projects in Québec and Ghana provide near-term opportunity for production of spodumene concentrate beginning in 2023 and 2024, respectively. We are planning two projects in the U.S.: Tennessee Lithium, a lithium hydroxide production plant, and Carolina Lithium, located in the renowned Carolina Tin-Spodumene Belt in North Carolina. These projects, which will come online in 2025 and 2026, respectively, will help to drastically increase lithium hydroxide production in the U.S.

With the geology, proximity, and planned production timeline of our operations, **Piedmont Lithium is poised to play an important role in supporting the increasing demand for lithium in North America** as the economies shift toward the electrification of transportation and energy storage.

Our goal is to become a leading producer of lithium hydroxide in North America through **diverse, sustainable, and technically advanced operations.**



For more information,  
please contact:

**Malissa Gordon**  
*Government Affairs Manager,*  
Piedmont Lithium  
**M** 704-491-9130  
[mgordon@piedmontlithium.com](mailto:mgordon@piedmontlithium.com)

**Ben Steinberg**  
*Venn Strategies*  
**M** 240-899-7447  
[bsteinberg@vennstrategies.com](mailto:bsteinberg@vennstrategies.com)



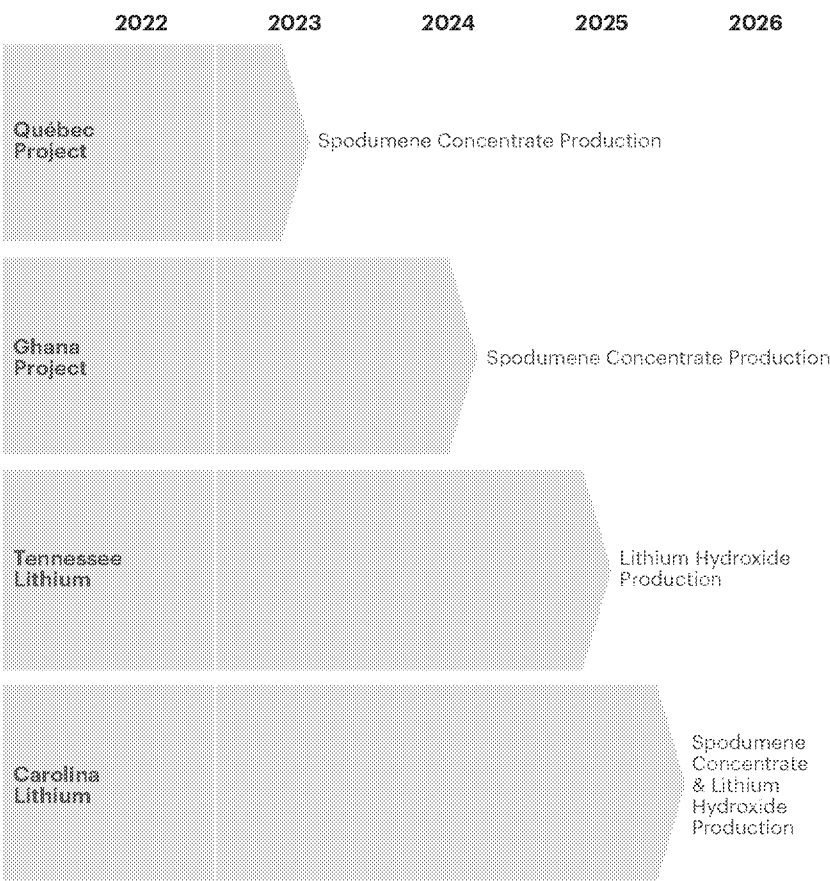
[piedmontlithium.com](http://piedmontlithium.com)

# Piedmont Lithium

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### Development Progression



### Key Capital Projects:

Québec

Ghana

Tennessee  
Lithium

Carolina  
Lithium

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Carolina Lithium:	<b>2026</b>

<sup>1</sup> MT is Metric Tons

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Message

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**From:** Ben Steinberg [bsteinberg@vennstrategies.com]  
**Sent:** 10/24/2022 12:08:11 AM  
**To:** Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** Re: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

Hey John - I'm sure you saw the news but in case you didn't, Piedmont won a large DOE grant to produce lithium hydroxide in TN. This will be their second plant, the other will be in NC as we've discussed. <https://finance.yahoo.com/news/piedmont-lithium-selected-141-7-153000157.html>

Even if the Administrator or Dan aren't able to meet with Keith and the team, we'd still appreciate a meeting on the 2<sup>nd</sup> with your leadership.

Thanks very much,

Ben

---

**From:** Lucey, John <Lucey.John.D@epa.gov>  
**Sent:** Monday, October 17, 2022 7:37 PM  
**To:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Subject:** RE: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

Ben – thanks for the kind words and apologies for the delay! I haven't connected with Dan on this yet, but will circle back ASAP to see what we can pull together.

Best,

John

---

**From:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Sent:** Wednesday, October 12, 2022 10:15 AM  
**To:** Utech, Dan <Utech.Dan@epa.gov>; Lucey, John <Lucey.John.D@epa.gov>  
**Subject:** Re: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

Hi Dan and John - Following up on this. Keith Phillips, CEO of Piedmont Lithium will be in town on November 2nd and would love the opportunity to brief Administrator Regan and his team. Thanks,  
Ben

**Benjamin Steinberg** | *Executive Vice President*

**VENN STRATEGIES**  
1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005  
*Office:* [202.629.5824](tel:202.629.5824) | *Fax:* [202.466.9666](tel:202.466.9666)  
[www.vennstrategies.com](http://www.vennstrategies.com)

On Oct 4, 2022, at 4:33 PM, Ben Steinberg <bsteinberg@vennstrategies.com> wrote:

Hi Dan and John,

I hope all is well. Dan - Thanks for lending John to my world 😊 He and the entire EPA team have been so great to work with on critical minerals, batteries and EVs. From Kim Cochran, Holly Elwood, Elise Owen, Patty McGrath, etc. (too many names to write) we are thoroughly impressed with the breadth and depth of the team and the work being done.

I'm reaching out to see if you and Administrator Regan are available to meet with leadership from Piedmont Lithium on November 2nd. They would like the opportunity to share with you/him how their projects are going in North Carolina and Tennessee as well as how those projects tie to their lithium assets in Canada and Ghana (and the global electrification economy). They have made great progress with state and local partners over the past year and can walk through issues on permitting, water and air quality, community and workforce engagement, and economic development.

It is also a great time to connect because we know the White House and Administration officials are planning visits to battery mineral processing facilities in the coming months (BIL and IRA funding/incentive implementation) and we heard North Carolina and Tennessee are being considered for visits so want to make sure we are on the same page with the leadership team at EPA.

Thanks very much for the consideration and looking forward to seeing you soon.

Ben

**Benjamin Steinberg** | *Executive Vice President*

**VENN STRATEGIES**

1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005

Office: 202.629.5824 | Cell Phone: 240.899.7447

[www.vennstrategies.com](http://www.vennstrategies.com)

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Message

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**From:** Ben Steinberg [bsteinberg@vennstrategies.com]  
**Sent:** 10/27/2022 4:14:18 PM  
**To:** Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** Re: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

Hey John - Any updates on this front?  
Thanks,  
Ben

**Benjamin Steinberg** | *Executive Vice President*

**VENN STRATEGIES**

1341 G St NW, 6<sup>th</sup> Floor | Washington, DC 20005  
*Office: 202.629.5824 | Fax: 202.466.9666*  
[www.vennstrategies.com](http://www.vennstrategies.com)

On Oct 17, 2022, at 7:38 PM, Lucey, John <Lucey.John.D@epa.gov> wrote:

Ben – thanks for the kind words and apologies for the delay! I haven't connected with Dan on this yet, but will circle back ASAP to see what we can pull together.

Best,

John

---

**From:** Ben Steinberg <bsteinberg@vennstrategies.com>  
**Sent:** Wednesday, October 12, 2022 10:15 AM  
**To:** Utech, Dan <Utech.Dan@epa.gov>; Lucey, John <Lucey.John.D@epa.gov>  
**Subject:** Re: Briefing Administrator Regan - Meeting Request from Piedmont Lithium

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Thanks very much for the consideration and looking forward to seeing you soon.

Ben

**Benjamin Steinberg** | *Executive Vice President*

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Message

---

**From:** Morgan, Ashley [Morgan.Ashley.M@epa.gov]  
**Sent:** 10/31/2022 8:07:01 PM  
**To:** Niebling, William [Niebling.William@epa.gov]  
**CC:** Collin, Robin [Collin.Robin@epa.gov]; Lucey, John [Lucey.John.D@epa.gov]  
**Subject:** Re: Tillis Constituent Company Meeting Request

John is on top of it. He and I just checked in on it. No need for you to take this, Robin.

Ashley M. Morgan  
Special Advisor for Senate Affairs  
Environmental Protection Agency  
202-909-9983

On Oct 31, 2022, at 3:43 PM, Niebling, William <Niebling.William@epa.gov> wrote:

Unless John has some NC-specific insight, this is really a question for OPEEE.

On Oct 31, 2022, at 3:29 PM, Collin, Robin <Collin.Robin@epa.gov> wrote:

I recommend Region 4.

If you want someone here in DC, I could do this, but would want someone to staff this with me for note-taking and read out. My support person is out on that day.

Maria Wallace is scheduling for me.

---

**From:** Morgan, Ashley <Morgan.Ashley.M@epa.gov>  
**Sent:** Monday, October 31, 2022 3:12 PM  
**To:** Niebling, William <Niebling.William@epa.gov>; Lucey, John <Lucey.John.D@epa.gov>  
**Cc:** Collin, Robin <Collin.Robin@epa.gov>  
**Subject:** RE: Tillis Constituent Company Meeting Request

Hi! Just reupping this and adding Robin here too. Do y'all have any suggestions on who is best to connect the group with?

Thanks!

---

**From:** Morgan, Ashley  
**Sent:** Thursday, October 27, 2022 4:15 PM  
**To:** Niebling, William <Niebling.William@epa.gov>; Lucey, John <Lucey.John.D@epa.gov>  
**Subject:** FW: Tillis Constituent Company Meeting Request

Hi there –

Please see the request from Sen. Tillis' office. Do you think Robin would be the best person to ask on this? Open to other suggestions too.

Thanks!

---

**From:** Walker, Harrison (Tillis) <[Harrison.Walker@tillis.senate.gov](mailto:Harrison.Walker@tillis.senate.gov)>  
**Sent:** Thursday, October 27, 2022 3:46 PM  
**To:** Morgan, Ashley <[Morgan.Ashley.M@epa.gov](mailto:Morgan.Ashley.M@epa.gov)>  
**Subject:** Tillis Constituent Company Meeting Request

Hi Ashley,

Piedmont Lithium, a North Carolina-based integrated lithium company, will be in DC on November 2 with their CEO and COO and asked for our assistance in helping set-up a meeting with Administrator Regan and/or staff to discuss their projects in North Carolina and Tennessee and thank him for his work on EPA's Environmental Justice Action Plan.

I recognize the short notice, but could I connect the company with either you or the appropriate staff at EPA to discuss potential scheduling options?

Thanks!  
Harrison

**HARRISON WALKER**  
Legislative Assistant  
Office of U.S. Senator Thom Tillis  
113 Dirksen Senate Office Building  
Office: 202-224-6342